



UNIVERSITY OF GUAM  
UNIBETSEDĀT GUĀHAN  
Board of Regents

Resolution No. 22-42

**RELATIVE TO AWARDING EMERITA VICE PROVOST OF INSTITUTIONAL  
EFFECTIVENESS TO DEBORAH D. LEON GUERRERO**

**WHEREAS**, the University of Guam (UOG) is the primary U.S. Land Grant and Sea Grant institution accredited by the Western Association of Schools and Colleges Senior College and University Commission serving the post-secondary needs of the people of Guam and the region;

**WHEREAS**, the authority to bestow the title of Emerita Vice Provost is vested in the Board of Regents (BOR) in 1987 and the criteria and procedures were revised by BOR resolutions in 1999, 2001, and 2019;

**WHEREAS**, the Dean of University Libraries has nominated Deborah D. Leon Guerrero for the title of Emerita Vice Provost of Institutional Effectiveness on behalf of the Senior Vice President and Provost (SVP/P) who endorses the nomination;

**WHEREAS**, the *Rules, Regulations, and Procedures Manual*, Article II.E.5., as amended, provides the criteria for Emeritus(a) Vice President (Provost), to include ten (10) years of service as a full-time faculty member and/or administrator; at least three (3) years of service in the position for which the Emeritus(a) status is to be bestowed; and has distinguished himself/herself by making significant contributions to UOG;

**WHEREAS**, Deborah D. Leon Guerrero has over 20 years of service as a full-time faculty member and/or administrator at UOG;

**WHEREAS**, Deborah D. Leon Guerrero served over 14 years in the position whose title has changed from Director, Academic Assessment/Institutional Researcher, to Assistant Vice President of Institutional Effectiveness, to the current position title of Vice Provost of Institutional Effectiveness;

**WHEREAS**, Deborah D. Leon Guerrero is highly regarded for her sound decision-making and team-building abilities, collegiality, humility, good nature, and tireless commitment to the University's mission of *Ina, Deskubre, Setbe*. She is a professional at UOG dedicating her experience and knowledge as a strong responsible leader, and provided exceptional customer service to students, faculty, and the local community; and provided valuable influence in working with the Administration, faculty, staff and students in addressing issues impacting UOG;

**WHEREAS**, the enclosed nomination was endorsed by the SVP/P, and reviewed and recommended for approval by the Administrative Council and the President; and

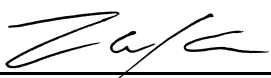
**WHEREAS**, the Academic, Personnel, and Committee has reviewed the enclosed nomination and recommends to the BOR to award the title of Emerita Vice Provost of Institutional Effectiveness to Deborah D. Leon Guerrero.

**NOW, THEREFORE, BE IT RESOLVED**, that the BOR hereby bestows the title of Emerita Vice Provost of Institutional Effectiveness to Deborah D. Leon Guerrero, effective the date of this resolution.

Adopted this 17<sup>th</sup> day of November, 2022.

  
\_\_\_\_\_  
Liza J. Provide, Chairperson

**ATTESTED:**

  
\_\_\_\_\_  
Thomas W. Krise, Ph.D., Executive Secretary



## Emeritus(a) Vice President or Provost, Dean, or Director Nomination Form

A current curriculum vitae describing nominee's times in positions and significant contributions **must** be submitted with this form.

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### Nominee Information

Name of Nominee: Deborah D. Leon Guerrero

Rank/Specialty (at Retirement): Vice Provost Unit: Institutional Effectiveness

Years of Service as FT Faculty and/or Administrator at UOG: 20 Retirement Date: Sept 29, 2022

Emeritus(a) Position Requested: Vice Provost Years of Service in Position: 14

Mailing Address: 125 Lilac Court Latte Heights, Mangilao GU 96913

Email address: deborah@triton.uog.edu Contact Number(s): 671-727-3624

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### Nominator Information

*(Complete this section only if you are not the nominee.)*

In addition to self-nominations, a nomination must originate from one of the following:  
immediate supervisor.

Name of Nominee or Immediate Supervisor: Anita Borja Enriquez

Email address: abe@triton.uog.edu Contact Number(s): 671-735-2994

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**Criteria for Emeritus(a) Vice President or Provost, Dean, or Director**

(Nominee *must* meet all three (3) criteria for eligibility)

1. Has at least ten (10) years of service as a full-time faculty member and/or administrator at the University of Guam.
2. Has at least three (3) years of service in the position for which the Emeritus(a) status is to be bestowed.
3. Has distinguished himself/herself by making significant contributions to the University of Guam.

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**Nomination Procedures for Emeritus(a) Vice President, Dean, or Director**

1. Requests for Emeritus(a) status originate from the individual or from the immediate supervisor of the administrator.
2. The requests are submitted consecutively in the following order: appropriate Administrative Supervisor, Administrative Council, appropriate Vice President (if applicable), and President. Each shall make a recommendation, in turn, to the Board of Regents.
3. Nominations for the titled status of Emeritus(a) Vice President or Provost, Dean, or Director shall begin with the submission of the nomination form, with a current curriculum vitae (CV) attached, to the immediate supervisor from which the nominee is serving or has retired.
4. Nominations shall be reviewed by the appropriate Administrative Supervisor, Admin Council, appropriate Vice President (if applicable), and President. If the appropriate Administrative Supervisor is also a Vice President, then both forms should be signed. The difference is that the concurrence as the respective Vice President also includes informing the President of the Society of Emeritus Professors & Retired Scholars (SEPRS) of the application.
5. The Board of Regents shall have the final determination concerning the granting of the Emeritus(a) status. It is the responsibility of the Executive Secretary of the BOR to notify both the newly granted Emeritus(a) Vice President or Provost, Dean, or Director and the President of SEPRS of the conferred status. The newly granted Emeritus(a) Vice President or Provost, Dean, or Director shall be presented with a certificate of recognition of status by the UOG President.

12 October 2022

TO: Whom it may concern

FROM: Monique Storie, Ph.D.



  
Anita Forja Enriquez (Nov 3, 2022 11:26 GMT+10)

RE: Administrator Emerita Nomination for Deborah D. Leon Guerrero

Ms. Deborah Leon Guerrero has demonstrated over 20 years of administrator excellence in service to the University of Guam. At the time of her retirement, Ms. Leon Guerrero had faithfully served as the Assistant Vice Provost of Institutional Effectiveness for five years and seven months. Ms. Leon Guerrero is an exemplar of a dedicated UOG administrator, where she contributed to excellence at UOG through innovations in and the institutionalization of best practices related to assessment, compliance, and reporting.

Ms. Leon Guerrero began her UOG career as the Registrar for Enrollment Management and Student Success (EMSS) in 2002 and then assumed an additional role as EMSS's Acting Director for Academic Year 2003-2004. In 2008, she ascended to be the Director of Academic Assessment and Institutional Research. In 2017, she was selected to serve as the first Vice Provost of Institutional Effectiveness, the position from which she retired at the end of FY2022. With each succeeding appointment, Ms. Leon Guerrero assumed additional responsibilities and provided her opportunities to build institutional approaches to practices in student and program assessment, compliance, and reporting.

At EMSS, her work demonstrated strong responsible leadership. Staff and former employees found her approaches to managing employees and decision-making directly contributed to the unit understanding their roles and responsibilities as well as unit cohesiveness. Her work with UOG's F visa and J visa visitor exchange programs helped increase UOG's ability to enroll international students and engage with a wider array of research scholars. This action has not only led to increased numbers of students and faculty at UOG, but it has opened the door for richer campus experiences in which UOG students are able to interact with students from other nations in academic and social exchanges.

While at EMSS, Ms. Leon Guerrero held the duty of ensuring federal compliance reporting, a responsibility that followed her throughout her UOG career. In all, Ms. Leon Guerrero sustained twenty (20) years of annual compliance with U.S. Department of Education reporting to the National Center for Educational Statistics (NCES) Integrated Postsecondary Education Data System (IPEDS) Surveys. Additionally, for the past five (5) years, she served as UOG's IPEDS Keyholder to coordinate the submission of all IPEDS surveys. I can personally attest to the invaluable guidance she provided in filling out the data as well as in retrieving and interpreting data for local reporting. Her work with IPEDS has kept UOG federally compliant, and, more importantly, has led to UOG incorporating big data/comparative data into its decision making and goal setting processes.

Her work as Director of Academic Assessment and Institutional Research and as Vice Provost of Institutional Effectiveness focuses on implementing programmatic and institutional assessments. In 2012, Ms. Leon Guerrero reactivated and chaired the University Assessment Committee (UAC). Within a span of 10 years, her work with that committee led to the establishment of UOG's Institutional Learning Outcomes (ILOs) and clarifying statements. She was instrumental in implementing the Annual Assessment Inventories, the Nuventive system to capture assessment plans and reports, and in systematic assessment of the five core competencies of UOG's graduating seniors. One impact of her work in this area was eloquently captured in the UOG BOR Resolution 22-28, which in part expresses that "Ms. Leon Guerrero administered national surveys to raise visibility of UOG, such as the "Best for Vets", U.S. News Colleges, Petersons, College Board, National Institute of Health (NIH) Graduate & Postdoc Survey, National Survey of Student Engagement (NSSE), and Outcomes Survey." The other impact of her work is demonstrated in capacity to customize student support programs to meet the unique needs of UOG's student populations.

Ms. Leon Guerrero secured grants related to student recruitment, enrollment, and persistence. Her grant portfolio showed she focused grants that improved or strengthened institutional support networks that increased UOG students' ability to complete their degree. Ms. Leon Guerrero was a vital partner in securing the USDOE State Longitudinal Data System (aka Guam One Stop Data Village-GOSDV) grant and in building a unified approach to college readiness and student success by Guam's institutions of education.

In 2021, Deborah secured the University's participation in the Asian Pacific Islander Association Scholars research initiative to improve Pacific Islanders' experience in higher education. Through her coordinated efforts, she assembled a team from the University of Guam to address the needs of transfer students from the regional colleges in Micronesia. This national research project led to recommendations for implementation at UOG to enhance the transfer student experience for students in Micronesia.

One of her signature accomplishments has been institutionalizing UOG's reporting methods. Ms. Leon Guerrero launched and institutionalized fifteen (15) editions of the annual publication of the University of Guam Fact Book which represents yearly academic statistics and a primary source for important metrics including enrollment, student retention and degree completions, faculty demographics, and instructional resources which provides understanding of the comprehensive health of UOG. The information presented in these volumes have been important to UOG's maintaining compliance in federal and local mandates, sharing information with policymakers and interested citizens, as well as has become a premiere resource that UOG employees rely on when pursuing external funding opportunities.

This nomination presents a select list of her work and accomplishments. She is more than deserving of this honor and she has expressed her desire and commitment to continue to serve the institution. Ms. Leon Guerrero is highly regarded by faculty, administrators, students, and employees as a strong leader, a staunch advocate for UOG, and a Triton who is committed to the University's mission of Ina, Deskubre, Setbe.

If you have any questions regarding this nomination, please contact me at [mstorie@triton.uog.edu](mailto:mstorie@triton.uog.edu).

# Deborah D. Leon Guerrero

125 Lilac Court Latte Heights, Mangilao, Guam 96913

[leonquerrero@gmail.com](mailto:leonquerrero@gmail.com)

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## Career Objective

To successfully sustain a management or academic position in an institution that is team-oriented, encourages participation in management processes, provides opportunities for learning, and is continuously striving for excellence.

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## Employment

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### **VICE PROVOST FOR INSTITUTIONAL EFFECTIVENESS (FEBRUARY 2017 – PRESENT)**

*University of Guam, Mangilao, Guam*

#### Responsibilities:

- Provide technical support for programs and the institution in the areas of assessment design, planning, monitoring, implementation, and evaluation.
- Identify and accomplish a research agenda for the institution to improve academic assessment, institutional planning and informed decision making in all initiatives.
- Work collaboratively with the Registrar's Office, the Office of Information Technology, and the University Planning and Budget Committee to provide data analysis to support planning and decision making for both campus and external reporting and publication of the annual University Fact Book.
- Monitor and report on accreditation compliance of standards outlined by the university's regional accreditor.
- Manage requests from regional colleges and international universities for course and program articulation
- Direct survey administration, collect data, conduct statistical analysis and reporting of IPEDS and other national surveys, and annual reports (e.g., WSCUC Annual Report, SEVIS annual report, WICHE reporting)
- Administer the collection and maintenance of an integrated institutional data set
- Administer the development internal and external reports, surveys, and projections
- Oversee the administration, collection, analysis, and reporting of assessment of student learning outcomes, particularly in compliance with established institutional learning outcomes and core competencies specified by the University's regional accreditor
- Supervise staff in the Office of Institutional Effectiveness
- Serve as the University's IPEDS Keyholder and SEVIS Responsible Officer for J Visa exchange visitors.
- Serve as the Articulation Coordinator for course and program articulation agreements

### **DIRECTOR FOR ACADEMIC ASSESSMENT AND INSTITUTIONAL RESEARCH (MAY 2008 – FEBRUARY 2017)**

*University of Guam, Mangilao, Guam*

#### Responsibilities:

- Provide support for all programs and the institution in the areas of assessment design, planning, monitoring, implementation, and evaluation.

- Identify and accomplish a research agenda for the institution to improve academic assessment, institutional planning and decision making in all initiatives.
- Work collaboratively with the Registrar's Office, the Office of Information Technology, and the University Planning and Budget Committee to provide data analysis to support planning and decision making for both campus and external reporting and publication of the annual University Fact Book.
- Monitor and report on accreditation compliance of standards outlined by the university's regional accreditor.
- Manage requests from regional colleges and international universities for course and program articulation
- Direct survey administration, collect data, conduct statistical analysis and reporting of IPEDS and other national surveys
- Coordinate the collection and maintenance of an integrated institutional data set
- Provide support for all programs and the institution for program review including tracking and providing data sets consisting of credit hour production, number of majors, number of degrees conferred, pass rates, and retention/graduation rates.
- Develop internal and external reports, surveys and projections
- Collaborate with faculty and administration to design appropriate assessment tools for the institution and programs, including facilitating faculty professional development.
- Oversee the administration, collection, analysis, and reporting of assessment of student learning outcomes, particularly in compliance with established institutional learning outcomes and core competencies specified by the University's regional accreditor
- Assist the Registrar's Office, the Office of Information Technology, the Office of Financial Affairs, and the University Planning and Budget Committee with data collection and analysis to support strategic planning.
- Supervise staff in the Office of Academic Assessment and Institutional Research

**ADJUNCT INSTRUCTOR (2007)**

*Enrollment Management and Student Services, University of Guam, Mangilao, Guam*

Responsibilities:

- Provide instruction for "College Success Seminar" postsecondary course
- Developing syllabus, lesson plan, assignments, exams, and group activities

**REGISTRAR (AUGUST 2002 – APRIL 30, 2008)**

*University of Guam, Mangilao, Guam*

Responsibilities:

- Supervise and coordinate training for Admissions & Records staff
- Supervise the establishment, maintenance, and upkeep of permanent and official records for University graduates and undergraduates
- Admit and register resident, non-resident students, and international students according to approved policies and procedures
- Serve as primary designated school official (PDSO) and responsible officer for international exchange students and visitors
- Plan, prepare, and recommend fiscal budgets for Admissions & Records functions
- Provide timely reports on enrollment, records, and admissions for relevant parties as defined by the Senior Vice President of Academic Affairs or the Dean of Enrollment Management & Student Services
- Respond to annual enrollment data requests from IPEDS, CSRDE, Open Doors, College Board, Patterson's, GovGuam Department of Planning and Statistics
- Supervise and participate in the supervision of class schedules for completeness, transcript processing,



student record evaluation, degree audits, changes in student programs, catalog revision, evaluation of student achievement, and performing related policy making, advisory, or supervisory work as needed

- Arrange conferences with management on matters pertaining to records and admissions
- Certify the completion of all candidates for degrees
- Perform other related duties as assigned
- Assess unit's performance and effectiveness

**ACTING DIRECTOR, ENROLLMENT MANAGEMENT & STUDENT SERVICES (JULY 2003 – JULY 2004)**

*University of Guam, Mangilao Guam*

Responsibilities:

- Administer and oversee Enrollment & Student Services functions to include Admissions, Student Records, Financial Aid, Career Development, Counseling, Student Health, Residence Halls, and Student Life.
- Participate and in some instances, organize on-island and off-island student recruitment events to grow enrollment

**COORDINATOR OF ADMISSIONS & REGISTRATION (REGISTRAR) (JUNE 1998 – JULY 2002)**

*Guam Community College, Mangilao Guam*

Responsibilities:

- Manage the overall integrity, security, and maintenance of student records for postsecondary, secondary, and continuing education programs
- Collect and prepare institutional data for federal and local requirements about instructional programs, course offerings, and student academic performance
- Maintain compliance with federal and territorial laws and regulations, and institutional policies as they apply to academic record-keeping
- Develop and manage the student information system for admissions and registration, including user training of various modules such as degree audit, transcripts, grade posting, master schedule maintenance, class rosters, report cards, and overall database management
- Annual budget preparation for the Admissions and Registration office
- Serving on standing and ad-hoc committees, such as calendar committee, assessment committee, accreditation self-study committee, and graduation committee.
- Reviewing and approving course substitutions, course-by-conference, curriculum documents, and requests for change of major

**ADJUNCT INSTRUCTOR (1999 – 2002, AND SUMMER 2013)**

*College of Business & Public Admin, University of Guam, Mangilao, Guam*

Responsibilities:

- Provide instruction for "Introduction to Computer Operations" postsecondary course
- Develop syllabus, lesson plans, homework assignments, group assignment, exams, and lab activities

**FINANCE MANAGER/TREASURER (MAY 1996 – OCTOBER 2004)**

*TelePacific Network, Inc. (TNI), Tamuning, Guam*

Responsibilities:

- Develop and maintain all accounting processes and computer application systems such as general ledger, payroll, accounts payable, accounts receivable, cash management depreciation schedules, financial reports, financial analysis, tax reporting, quarterly and monthly employer reporting. (Where necessary, systems were developed to be compliant with FCC accounting codes.)
- Develop pricing structures for all services, including long distance, cellular, and voice mail. Coordinating local and federal tariff filings for all service descriptions and rate schedules.
- Setup initial rate structures and maintenance of long-distance billing and customer database system on pc platform, including customized reports and queries.

**FINANCE MANAGER (1993 -19 96)**

*Guam Telephone Authority (GTA), Tamuning, Guam*

Responsibilities:

- Oversight of Finance Department and its divisions including Information Systems Division (ISD), Accounting, Cashiers/Pay station Collections, Budget Analysis, and Product Development & Rates.
- Direct report and support to the General Manager including preparation for meetings or testimonies with the GTA Board of Directors, FCC, USDA/RUS, Public Utilities Commission (PUC), the Civil Service Commission, and the Guam Legislature.
- Accomplishments include successful filing of GTA's contemporary PUC and FCC tariffs, providing testimony and work papers for GTA rate cases before the PUC. Development of action plans in response to management audits, annual financial audits, and RUS financial audits. Timely submission and approval process for GTA O&M and Capital fiscal budgets. Timely monthly financial reporting. Developing and implementing processes to ensure compliance to federal regulations.

**DATA PROCESSING MANAGER (1990-1993)**

*Guam Telephone Authority (GTA), Tamuning, Guam*

Responsibilities:

- Job scheduling
- Inventory management of computer supplies and equipment
- Capital items budget preparation and justification
- Manage human resources of the Information Systems Division
- Manage Computer Center and database security
- Manage software development for support systems of GTA operations
- Manage technical support for user groups and network planning

**LECTURER (1989 - 1990)**

*University of Hawaii at Manoa, Honolulu, Hawaii*

Responsibilities:

- Develop lesson plans, assignments, and exams for junior college level course which introduced fundamental computer concepts and programming exercises.
- Provide student instruction and guidance within the scope of policies and procedures set forth by the Decision Sciences Department and the University.
- Provide spreadsheet calculations and research for department faculty research projects

**COMPUTER SYSTEMS ANALYST II (1985-1990\*)**  
*Guam Telephone Authority, Tamuning, Guam*

Responsibilities:

- Develop and maintain software system for GTA information systems, including service order, billing, and trouble ticket systems
- Contact person for end-user interface
- Project coordinator for systems development
- Assuming acting data processing manager work assignment

*\*Interim break in service to pursue graduate studies: Jul 1988 (resignation) May 1999 (reinstatement), August 1989-June 1990 (educational leave)*

**PART-TIME INSTRUCTOR (1986)**  
*Guam Community College, Mangilao, Guam*

Responsibilities:

- Develop lesson plans, assignments, and exams for post secondary course and workshop for word processing, database, and spreadsheet applications, and software programming

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## Education

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MASTER OF BUSINESS ADMINISTRATION (MBA)  
*University of Hawaii at Manoa*

YEARS ATTENDED (1988 - 1990)  
*Honolulu, Hawaii*

BACHELOR OF SCIENCE, COMPUTER SCIENCE  
*Colorado State University*

YEARS ATTENDED (1981 -1985)  
*Fort Collin, Colorado*

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## Professional Development

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- 2019 – Grant writing Workshop, University of Guam
- 2018 – SLDS Data Governance workshop
- 2018 – WSCUC Annual Meeting and Workshops
- 2017 - WSCUC Annual Meeting and Workshops
- 2016 – Ellucian CROA user training
- 2016 – State Longitudinal Data System (SLDS) Research Agenda workshop
- 2016 – President’s retreat with Administrators: Institutional Planning and Implementation Efforts
- 2014 – Center for Island Sustainability Conference
- 2014 – Knowledge@guam Initiative Conference
- 2014 – Chamber of Commerce Women’s Leadership Retreat
- 2014 – WASC Annual Meeting and Workshops
- 2013 – WASC Annual Meeting and Workshops
- 2012 – TracDat user training
- 2011 – Datatel Portal team site owner training
- 2011 – Assessment Workshop: Capstones
- 2011 – Qualtrics online survey webinar user training
- 2010 – Workshop: Response to violence against women
- 2010 – Datatel DROA user training
- 2010 – TracDat assessment management information system user and administrator training
- 2010 – Workshop: Learn about the laws regarding disabilities

2009 – WASC Annual Meeting and Workshops  
2007 – Staff Development sponsored by Enrollment Management & Student Services  
2007 – AACRAO Webinars - [FERPA: What You Need to Know--The Overview](#) and [FERPA: What You Need to Know--The Update](#)  
2007 – Datatel – “Query Builder and Reporting”  
2007 – Suicide Prevention Training  
2007 – CSRDE (Consortium for Student Retention Data Exchange) Webinar – “Why Students Stay: Predicting Retention”  
2007 – AACRAO Webinar – “Transfer Credit Evaluation”  
2006 – Staff Development sponsored by Enrollment Management & Student Services “Communicating Effectively At Work”  
2005 - Staff Development sponsored by Enrollment Management & Student Services  
2005 – ADA training: Training on ADA and Student Requests for Accommodation  
2004 – Association of American Collegiate Registrars and Admissions Officers (AACRAO) annual meeting  
2004 – ADA awareness workshop  
2004 – Workplace Discrimination & Harassment Prevention workshop  
2004 – EMSS Staff Development “Human Relations”  
2003 – Customer Service Training  
2003 -- Association of American Collegiate Registrars and Admissions Officers (AACRAO) annual meeting  
2001 - Institutional Effectiveness (Assessment) Workshop; Agathon Press and Institutional Effectiveness Associates  
2000 - Microsoft Access 97 (Database Management)  
1999 - Academic Advising Workshop  
1998 - Pacific Association of Collegiate Registrars and Admissions Officers (PACRAO) regional conference  
1996 - Pacific Telecommunications Council (PTC) plenaries and panel discussions  
1993 - Comprehensive Telephone Cost Separations Course, USTA  
1993 - Administrative Hearing Course, Civil Service Commission  
1993 - Strategic Planning, International Action Company  
1991 - Intro to Concepts of Service Cost, USTA  
1992 - 1993 - Productive Supervisor Series Workshops, Watson Communications International  
1991 - Financial Analysis, AMA

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## Other Related Skills

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- Organizational and communication skills for project management
- Advance computer technical skills (software applications for word processing, database management, spreadsheet, web page maintenance, email, multimedia, SEVIS, CROA, TracDat, WebAdvisor, Portal)
- Organizational and presentational skills for workshop development and presentations

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## References

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Anita Borja Enriquez, D.B.A.  
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Helen J.D. Whippy, Ph.D.  
Emeritus Vice President of the University of Guam and Emeritus Professor of Mathematics of Chaminade University of Honolulu, [hwhippy@gmail.com](mailto:hwhippy@gmail.com)

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Chief Technology Officer, Office of Technology, Government of Guam, Hagatna, Guam, (671) 475-1113, [frank.lujan@otech.guam.gov](mailto:frank.lujan@otech.guam.gov)